

**Headquarters
Department of the Army
Washington, DC
9 April 2019**

Personnel—General

Policies and Procedures for Reserve Component Officer Selection Boards

Applicability. This policy notice applies to Headquarters, Department of the Army agencies only.

Proponent and exception authority. The proponent of this policy notice is the Deputy Chief of Staff, G–1. The proponent has the authority to approve exceptions or waivers to this policy notice that are consistent with controlling law and regulations. The functional proponent may delegate this approval authority, in writing, to a division chief within the proponent agency or its direct reporting unit or field operating agency, in the grade of colonel or the civilian equivalent. Activities may request a waiver to this policy notice by providing justification that includes a full analysis of the expected benefits and must include formal review by the activity’s senior legal officer. All waiver requests will be endorsed by the commander or senior leader of the requesting activity and forwarded through higher headquarters to the policy proponent. Refer to AR 25–30 for specific guidance.

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1. Purpose

This policy notice establishes policy and prescribes procedures for Headquarters, Department of the Army (HQDA), warrant and officer selection boards for the Reserve Components (RCs) and provides Department of Defense (DOD)

*This policy notice supersedes DA Memo 600–4, dated 9 February 2004.

guidance regarding the communication and disclosure of personal information. Specifically, the policies and procedures in this policy notice apply to HQDA, Reserve Active Status List (RASL) company and field grade commissioned officer and warrant officer (WO) promotion, command and school selection boards; selective continuation (SELCON) boards; and Release from Active Duty (REFRAD) boards as directed by the Secretary of the Army (SECARMY), or a designee. This policy notice will be used by board members, the Secretariat for Department of the Army (DA) Secretariat selection boards and administrative support personnel.

2. References

See appendix A.

3. Explanation of abbreviations and terms

See glossary. Unless specifically explained, the term “officer” means a commissioned or WO.

4. Responsibilities

a. The Deputy Chief of Staff (DCS), G-1 will—

(1) Ensure the Director of Military Personnel Management (DMPM), prepare and staff for approval the board memorandum of instructions (MOIs). Information and guidance not covered in this policy notice, to include selection criteria and skill guidance, will be included in the convening authority’s MOI.

(2) The DCS, G-1 or a designated representative for example, DMPM will provide administrative assistance in preparing the after action report (AAR) or necessary addendum and will receive the signed report.

b. The DCS, G-1 ensures the Commanding General, U.S. Army Human Resources Command (HRC) will—

(1) Conduct eligibility validation meetings prior to the start of each selection board to determine eligible officers to be considered.

(2) Ensure the Secretariat for DA Selection Boards will provide the board with this policy notice, the approved MOI, and the names and personnel records of the officers to be considered. HRC will also, assign a board recorder to provide administrative support to the board. Questions from board members regarding personnel records, eligibility of officers, and administrative procedures will be directed to the recorder who will obtain clarification or additional information from proper authority.

(a) The recommendations of a board will be determined by a majority of the board members. The board president has no authority to constrain what the majority recommends.

(b) After the board report is signed by each board member and the board recorder, but prior to recess, the board president will provide the DCS, G-1, with an AAR. After the board report is signed and a draft AAR is submitted to the DCS, G-1, board members are authorized to discuss promotion board proceedings with the Assistant Secretary of the Army (Manpower and Reserve Affairs), DCS, G-1, or their representative(s) prior to recess. Board members will not disclose specifics pertaining to the selection or nonselection of individuals during such a discussion.

(c) No board member or supporting staff member may reveal board membership until the board approval authority has approved the board report.

(d) The board will not recess until authorized to do so by the DCS, G-1, or designated representative, normally the DMPM. Promotion boards may only adjourn after the board report is approved by the Secretary of Defense or designated representative. All other boards may adjourn once the convening authority approves the board report.

(e) Notify board members when a board is adjourned.

5. Oath

Each board member, recorder, and administrative support personnel will take the following oath or affirmation: "I do solemnly swear (or affirm) that I will, without prejudice or partiality, and having in view both the professional qualifications of officers and the requirements of the Army, perform the duties imposed upon me, and that I will not divulge the proceedings or results thereof pertaining to the selection or nonselection of individual officers except to proper authority."

6. Conduct of the selection board and disclosure of information

a. Board members, recorders, and administrative support personnel will maintain the integrity and independence of the board and will foster the careful consideration, without prejudice or partiality, of all eligible officers. Board members, recorders, and administrative support personnel will read and comply with AR 135–155, this publication, and for command boards (AR 140–10 and the Chief, Army Reserve (CAR) guidance (see app E)). Further instructions to the board will comply with provisions in AR 135–155. DODI 1320.14 contains specific rules governing the conduct of RC

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promotion selection boards. The SECARMY is the only person who may appear in person to address a promotion board on any matter. Promotion board members, recorders, and administrative support personnel will read and comply with DODI 1320.14.

b. The following paragraphs govern the conduct of all other centralized selection boards and conform to the provisions of DODI 1320.14. Board members will not receive, initiate, or participate in communications or discussions involving information that the convening authority has precluded from consideration by this policy notice or amendments thereto. The board will base its recommendations on the material in each officer's board consideration file, other information provided to the board in accordance with these instructions, and any information communicated by individual eligible officers. The board will not discuss matters precluded in law, Department of Defense directive (DODD), AR 135-155 or this publication. The board will not discuss or disclose the opinion of any person not a member of the board concerning an officer being considered unless that opinion is contained in material provided to the board under the provisions of these instructions.

(1) All communications with the board, other than those that are clearly administrative, must be in writing, given to each board member, and made part of the board's record. The convening authority or designee will designate in writing those persons authorized to provide routine administrative information to the board.

(2) Before the report of the board is signed, the recommendations and proceedings may be disclosed only to members of the board, recorders, and administrative support personnel who are required to process the report of the board.

(3) If a board member cannot in good conscience perform their duties as a member of the board without prejudice or partiality, they have the duty to request relief by the convening authority. If the board member believes that the integrity of the board's proceedings has been affected by improper influence of military or civilian authority, by misconduct by the board president or a member, or by any other action, they have a duty to request from the convening authority or, if necessary, from the Secretary of Defense, relief from the obligation to not disclose board proceedings and, upon receiving it, to report the basis for this belief.

(4) Upon the completion of board deliberations, the board will be required to certify in its report to the convening authority that, to the best of each board member's knowledge, the board complied with all applicable guidance governing the conduct of the board. Appendix H outlines the board's reporting requirements.

c. For Active Guard Reserve (AGR) REFRAD boards the recommendations, approved lists, and board membership are for official use only (FOUO) and will not be publicly released, except as provided for under the Freedom of Information Act. For all other boards, recommendations are FOUO and will be so marked until approved lists are announced by HQDA. HQDA will not publish board membership as colonel (COL) and below board members are not considered public figures. General officers are considered public figures; however, they will be afforded the same privacy as COLs and below.

d. After the board members have signed and prior to public release of board recommendations by HQDA, the Secretariat for DA Selection boards' will disclose board recommendations and proceedings only to personnel required to process the board results and certify exemplary conduct pursuant to DODI 1320.14 and Section 3583, Title 10, United States Code (10 USC 3583).

e. The secretariat for DA Selection boards will maintain relative standing lists for all boards after approval of the board report as part of the board proceedings.

f. Administrative support personnel authorized by the SECARMY to process board reports will not release statistical analysis of WO, officer, and special selection board proceedings unless approved by the DMPM. After the board report is approved and board recommendations are announced by HQDA, board members may familiarize other officers with board procedures in general.

g. Board members will not disclose statistical analyses, details of the board proceedings, or specific information pertaining to the selection or nonselection of individual officers, unless authorized to do so by proper authority. After approved lists are announced by HQDA, board members may familiarize other officers with board procedures in general.

7. Information to be considered or prohibited from consideration

a. *The board file.* The board will consider the following information, which will be provided by the Secretariat for DA selection boards. The board consideration file for each officer and maintained by the secretariat for DA Selection Boards' after the board is approved contains:

- (1) The performance folder of the officer's Army Military Human Resource Records (AMHRR).
- (2) Soldier record brief (SRB).

(3) Written communications submitted to the board in accordance with AR 135–155, by the officer under consideration by the board. The provisions in AR 135–155 related to communications by an officer to a promotion board, will also apply to all other boards.

(4) Official photo.

(5) The service data portion of the AMHRR, when applicable. The information in the service data section of the AMHRR may be used to verify military and/or civilian education requirements or to confirm a Soldier's REFRAD when such information is otherwise not present in the consideration file; specifically, DD Form 214 (Certificate of Release or Discharge from Active Duty) and/or DD Form 215 (Correction to DD Form 214, Certificate of Release or Discharge from Active Duty), DA Form 71 (Oath of Office—Military Personnel), National Guard Bureau (NGB) Form 22 (Report of Separation and Record of Service) and Memoranda of Appointment.

(6) Documents provided in accordance with AR 135–155.

b. Access to the restricted portion.

(1) The board president may request in writing to view information contained in the restricted portion of the AMHRR of an officer under consideration. The board president will state the specific reasons for submitting the request. The DCS, G–1 or a designee will consider each request on a case by case basis. Only information directly related to the request may be provided to the board. If the request is approved, the AMHRR custodian will place a copy of the approved request in the officer's restricted folder of the AMHRR.

(2) An officer under consideration may request that the board review information contained in their restricted AMHRR folder. Such requests will be honored, and the AMHRR custodian will place a copy of the request in the officer's restricted folder.

(3) For REFRAD boards the restricted folder will be provided to the board, as outlined in appendix F.

c. Additional information.

(1) Information that is determined by the respective proponent to be relevant to the board's selection process may be added to the board file or made available to the board as a reference. The referral of such information to the board will be made a matter of record.

(2) The DCS, G–1 or a designee may approve written requests for exception (normally signed by a general officer) to permit the board to consider evaluation reports that were accepted for filing in the AMHRR, but arrive at the site at which the board convened after the announced cutoff date. The recorder will add such approved reports to the officer's board consideration file and retain the written approval of the request for exception as a matter of record.

(3) If, before the board signs its report, the Commander, HRC receives a document that is accepted for filing in the performance portion of the AMHRR of any officer under consideration by the board, and the commander of the submitting organization determines that the information presented in the document may warrant an officer's referral to a promotion review board if the officer were on a promotion selection list, the commander, HRC will forward the document to the board for consideration. If the board receives the document after the board has voted the officer's file, the board may, based on the documentation, revoke the officer's file and, if necessary and applicable, adjust the officer's standing on the Order of Merit List (OML). The board recorder will add the document to the officer's board file and make the approval a matter of record.

d. Personal knowledge.

(1) Board members will not use personal knowledge of an officer in their deliberations unless authorized to do so under the following procedures. In the event a board member has personal knowledge of an officer's performance or conduct that is not documented in the record provided to the board, and the board member feels the information is of great significance, the board member will summarize the information in writing and provide it in a sealed envelope to the board recorder.

(2) The board recorder will seek guidance from the SECARMY or designee. Until authorized to do so through the recorder, the board member will neither disclose or discuss the information with any other board member nor disclose or discuss the identity of the officer concerned.

e. Opinions. Board members will not discuss or disclose to the other members of the board the opinion of any other person concerning an officer being considered, unless that opinion is documented in material properly before the board.

f. Marital status and employment or volunteer work of spouses of military personnel. Board members will not consider the marital status of a military member or the employment, education, or volunteer service of an officer's spouse in discharging the responsibilities for this board. In addition, the law and DODDs require that officer evaluation reports (OERs) not contain any information regarding the employment, education, or volunteer service activities of the officer's spouse or reflect favorably or adversely on an individual based solely on marital status. If any records under review by this board contain such prohibited information, board members must disregard it.

g. Medical profiles. Board members will presume that officers with medical profiles have been determined to be medically qualified for assignment to any position commensurate with their designated career fields. In case of doubt, the board will notify the recorder who will bring this matter to the attention of respective proponent.

h. Informational briefings. Administrative support personnel designated in writing by the convening authority or designee may brief the board on matters such as the demographics of the population under consideration, the OER system, and officer personnel management policies. These briefings do not constitute additional guidance to the board.

8. Guidance for selection

a. To fairly evaluate an officer's demonstrated professionalism or potential for future service, board members will review the entire record. No single factor will be overriding. However, the board may properly base nonselection on a disciplinary action, relief for cause, cowardice, moral turpitude, professional ineptitude, inability to treat others with respect and fairness, and/or lack of integrity.

b. Undue emphasis will not be placed on the diversity of assignments or the level at which duties are performed. All assignments are important to sustain a trained and ready Army. For example, the absence of command, combat experience, or support of deployed forces should not be a basis for nonselection. Officers who did not get the opportunity to participate in combat will not be penalized.

c. Because the Army operates in a complex world, it is difficult to predict the exact combination of challenges Soldiers and leaders will be called upon to defeat. The Army must remain regionally engaged and field globally responsive land forces capable of unprecedented overmatch to win across the range of military operations. Army leaders should be innovative and adaptive, capable of leading the Army in an uncertain and complex world. Board members should seek officers who are defined by their strength of character, competence in a broad range of environments, and an unshakable commitment to the Army. There are many qualities board members should seek in officers:

(1) *The Army profession.* Professional character is the foundation of our strength and the basis of successful leaders. Officers must serve as the consummate examples of the Army profession. Our leaders must preserve the foundation of the Army's strength by demonstrating character, competence, and commitment that are the hallmarks of the Army profession. The bedrock of the Army profession is trust. The Army needs leaders that forge unyielding commitment to the Army profession and maintain absolute trust with their subordinates, their peers, their superiors, Army Families, the Army, and the Nation.

(2) *Civilian education and training.* The board should give particular attention to advanced degrees that meet Army needs and require significant investment of time or other resources to obtain, such as Masters or Doctorates. Advanced education programs (such as Rhodes Scholarship and Fulbright Scholarship), internships, fellowships (such as White House, Office of the Chief Legislative Liaison, Office of the Secretary of Defense and Joint Chiefs of Staff Internships), and scholarships typically require 12 to 36 months to complete. These programs are intended to broaden our future leaders; therefore, the board should look to reward officers engaging in civilian education or fellowships. Except as provided in the MOI, an officer may not be selected for promotion to the grade of captain (CPT) or above unless, prior to the convene date of the board, that officer was awarded a baccalaureate degree by a qualifying educational institution. Other civilian education requirements for promotion to grades above CPT are established in AR 135-155.

(3) *Integrity and character.* Officers have a uniquely important responsibility to understand their Constitutional role and that of our elected and appointed civilian officials. Board members should select officers whose words and deeds are in full accord with their oath of office, to support and defend the Constitution, without any mental reservation or purpose of evasion. Look for leaders who show empathy in leading and caring for Soldiers, Army Civilians, and Army Families and, in doing so, do not condone harassment in any form, to include sexual harassment.

(4) *Warrior Ethos and Service Ethos.* The warrior ethos refers to the professional attitudes and beliefs that characterize the American Soldier. It reflects a Soldier's selfless commitment to the nation, mission, unit, and fellow Soldiers. The warrior ethos is developed and sustained through discipline, commitment to the Army Values, and pride in the Army's heritage and demonstrated through tactical excellence. Lived by Soldiers and supported by Army Civilians, the warrior ethos is the foundation for the winning spirit that permeates the institution. Army Civilians, while not warfighters, embody the principles of the warrior ethos through a service ethos that suffuses their conduct of duty with the same attitudes, beliefs, and commitment.

(5) *Strategic leadership.* The Nation will continue to face an increasingly uncertain and complex strategic environment. The complexity of future operational environments will be characterized by multiple factors, chaotic conditions, asymmetric threats, rapidly changing technology and competition for wealth, resources, influence, identity, and legitimacy. Army leaders must be operationally adaptive to understand and win in this complex environment.

(6) *Team building and leader development.* Leaders should exhibit imagination in challenging subordinates while upholding standards and discipline. They should display the ability to build cohesive teams of subordinates that thrive in complex and uncertain environments, collaborate with peers, and understand how much they contribute to and are nested in the larger mission. The board should select officers that demonstrate commitment to the professional development of their military and civilian subordinates.

(7) *Soldier fitness and resiliency.* Officers must possess military bearing, be physically fit, and have sound health, strength, and endurance to sustain emotional health and conceptual abilities under prolonged stress. They must project confidence and inspire trust. Leaders must possess the ability to grow and thrive in the face of challenges and be resilient, able to recover quickly from unexpected setbacks while maintaining a mission and organizational focus.

(8) *Experience.* The board should select officers that have the right mix of field and headquarters experience, and the training and education to meet the current and future leadership requirements of both the Army and the Joint Force. To operate effectively at the strategic and national levels of government, it is critical to have the right officers in positions of responsibility. With Soldiers supporting multiple and simultaneous operations around the globe, experience gained through deployments and other challenging assignments prepare officers to lead. Experience counts.

d. Additional guidance.

(1) *Assignment history and professional development.* The board will evaluate the officer's assignment history to assess their professional development. Duty descriptions on the SRB and OERs should indicate developmental experience. DA Pam 600-3, or DA Pam 600-4 for U.S. Army Medical Department (AMEDD) officers, are general guides to help evaluate career field, skill qualifications and developmental experience.

(2) *General. Military education and training.*

(a) The board will evaluate the appropriateness and extent of military education and training as outlined in DA Pam 600-3, or DA Pam 600-4 for AMEDD officers. Military education requirements for promotion are established in AR 135-155. The requirements for selection to command, intermediate level education (ILE) and Senior Service College (SSC) are specified in the board MOI. Except as provided in the MOI, an officer may not be selected for promotion, command, or school, unless prior to the convene date of the board, that officer has completed the military education requirement and proof of completion is in the board file.

(b) Some officers may receive constructive credit for completion of a military education requirement. Pursuant to AR 350-1, proof of constructive credit is an approval memorandum from the DCS, G-3/5/7 in the board file.

(3) *Performance.* The board will evaluate how well the officer performed in various assignments throughout the periods of service. The board will consider the manner of performance and the professional attributes and quality of character expected of a commissioned officer as shown on evaluation reports.

(4) *Professional attributes and ethics.* The board will evaluate how well the officer fulfills the commitment to serve the Nation. This requires a summary evaluation of the officer's dedication, professional deportment, and respect for fellow Soldiers, desire to excel, and adherence to the professional Army ethic. The board will review comments on evaluation reports, commendatory and disciplinary information, and professional certification entries on the SRB, and keep the following in mind:

(a) *Attitude, dedication, and service.* The board will pay particular attention to the selfless officer whose record reflects a consistent willingness to make personal sacrifices to accomplish the mission and to the bold and innovative officer who demonstrates a willingness to take prudent, but not unnecessary, risks.

(b) *Concern for Soldiers and Families.* Soldiers are the Army's most important resource. The board must select the officer who exhibits imagination in challenging subordinates; who treats Soldiers, civilians, and their Families with dignity and respect at all times; and who has sympathy and compassion for others.

(5) *General.* The board should understand the important and challenging natures of duty with other components and provide appropriate consideration in the overall evaluation of each officer's record.

9. General considerations

Not all the following considerations will apply to all officers and branches.

a. Officer evaluation reports. The most important document in an officer's record is the OER. Each OER should be closely examined to assess patterns of strengths and weaknesses over a period of time.

(1) The evaluations are specifically designed to ensure that the raters and senior raters limit their "most qualified" ratings to less than 50 percent of the total profile for each grade. Senior raters are personally responsible for ensuring that completed reports process at HQDA in the desired sequence, regardless of the method used to forward them. Senior raters have been advised to limit "most qualified" ratings to a goal of one-third of all ratings in order to establish an adequate rating "cushion" and maintain maximum flexibility. A notable reduction in "most qualified"

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evaluations, especially in a senior rater's initial OER, is expected to occur as he/she attempts to follow this guidance. Therefore, "highly qualified" evaluations will be the norm.

(2) Board members also must watch for DA Forms 67-10 Series OERs where the rater and senior rater's profile are immature and/or when they rate a small number of officers. This information is available in DA Form 67-10-1, Section IVb (Company Grade Plate (O1-O3; Warrant Officer One (WO1) -Chief Warrant Officer Two (CW2)) Officer Evaluation Report), IVe of DA Form 67-10-2 (Field Grade Plate (O-4-O-5; Chief Warrant Officer Three (CW3) - Chief Warrant Officer Five (CW5)) Officer Evaluation Report), and VIa on DA Form 67-10-1, DA Form 67-10-2, and DA Form 67-10-3 (Strategic Grade Plate (O-6) OER of the OER forms). In these cases, there is little or no capability to render an "excels" or "most qualified" rating. Therefore, board members will expect "highly qualified" ratings and will pay particularly close attention to the rater and senior rater narratives. Officers will not be disadvantaged merely because they were rated under these circumstances.

(3) Civilian, Active Component (AC), or sister service ratings will hold equal weight to those rendered by RC Army officials. The board will allow for discernible differences in rating styles across other services or components and will not use such reports as a basis to distinguish between officers with otherwise similar performance records.

(4) Approved OER appeals result in amendment, revision, or elimination of the reports in question. Correspondence on appeals denied after 1 May 1978 is placed on the restricted portion of the AMHRR. No stigma will be attached to the fact that an OER appeal was not favorably considered. The board must draw no adverse inference from revised or omitted documents in the AMHRR that may result from a successful OER appeal.

b. Restricted access to officer evaluation reports. Effective 1 July 2015, the Army does not "mask" or restrict access to lieutenant and WO1 OERs upon promotion to CPT and CW3, respectively. These OERs are made available along with all other OERs filed in the AMHRR.

c. Color photographs. Pursuant to AR 640-30, hardcopy photos are not authorized. . Soldiers assigned to an area (including hostile fire areas) where photographic facilities are not available or conditions prevent them from being photographed are temporarily exempt from submitting new photographs every 5 years. These Soldiers will be photographed within 90 days after reassignment to an area where photographic facilities are available. Pregnant Soldiers are exempt from the requirement to take a photograph until 6 months post-partum. However, this does not prevent them from taking a photo.

Appendix A

References

Section I

Required Publications

AR 135–91

Service Obligations, Methods of Fulfillment, Participation Requirements, and Enforcement Provisions (Cited in para B–1*c*.)

AR 135–155

Promotion of Commissioned Officers and Warrant Officers Other Than General Officers (Cited in para 6*a*.)

AR 135–175

Separation of Officers (Cited in para B–5*d*(1).)

AR 140–10

Assignments, Attachments, Details, and Transfers (Cited in para 6*a*.)

AR 350–1

Army Training and Leader Development (Cited in para 8*d*(2)(*b*).)

AR 600–8–24

Officer Transfers and Discharges (Cited in para B–5*d*(1).)

AR 640–30

Official Army Photographs (Cited in para 9*c*.)

DA Pam 600–3

Officer Professional Development and Career Management (Cited in para 8*d*(1).)

DA Pam 600–4

AMEDD Officer Development and Career Management (Cited in para 8*d*(1).)

DODI 1320.14

Commissioned Officer Promotion Program Procedures (Cited in para 6*a*.)

10 USC 3583

Requirement of exemplary conduct (Cited in para 6*d*.) (Available at <https://www.gpo.gov/fdsys/browse/collectionuscode.action>.)

10 USC 12205

Commissioned officers: appointment; educational requirement (Cited in para B–4*a*.) (Available at <https://www.gpo.gov/fdsys/browse/collectionuscode.action>.)

10 USC 14513

Failure of selection for promotion: transfer, retirement, or discharge (Cited para C–2*c*(2).)

10 USC 14701

Selection of officers for continuation on the reserve active-status list (Cited in para C–2*a*.) (Available at <https://www.gpo.gov/fdsys/browse/collectionuscode.action>.)

Section II

Related Publications

A related publication is a source of additional information. The user does not have to read it to understand this publication.

AR 25–30

Army Publishing Program

AR 600–9

The Army Body Composition Program

AR 623-3

Evaluation Reporting System

DODI 1320.08

Continuation of Commissioned Officers on Active Duty and on the Reserve Active-Status List

DODI 6000-13

Accession and Retention Policies, Programs, and Incentives for Military Health Professions Officers (HPOs) (Available at <http://www.dtic.mil/whs/directives/>.)

10 USC Title X Armed Forces Subtitle E Reserve Components (Sect. 10001-18506)

Armed Forces (Available at www.gpoaccess.gov/uscode/index.html.)

Section III

Prescribed Forms

This section contains no entries.

Section IV

Referenced Forms

Available through normal forms supply channels. Unless otherwise indicated, DA forms are available on the Army Publishing Directorate (APD) website (<http://armypubs.army.mil>); and DD forms are available on the Office of the Secretary of Defense (OSD) Web site (<http://www.dtic.mil/whs/directives/infomgt/forms/index.htm>).

DA Form 67-10 series

Officer Evaluation Report

DA Form 67-10-1

Company Grade Plate (O1-O3; WO1-CW2) Officer Evaluation Report

DA Form 67-10-2

Field Grade Plate (O4-O5; CW3-CW5) Officer Evaluation Report

DA Form 67-10-3

Strategic Grade Plate (O6) Officer Evaluation Report

DA Form 71

Oath of Office-Military Personnel

DA Form 4213

Supplemental Data for Army Medical Service Reserve Officers

DD Form 214

Certificate of Release or Discharge from Active Duty

DD Form 215

Correction to DD Form 214, Certificate of Release or Discharge from Active Duty)

NGB Form 22

Report of Separation and Record of Service

Appendix B

Officer Promotions

Section I

All Officer Promotions

B-1. General

The board will recommend the number of officers specified in the MOI to meet the needs of the Army.

a. Before the board convenes, the DCS, G-1 or the designee may increase or decrease the number of officers to be selected to reflect changes in the population under consideration or strength in a particular skill or specialty against projected requirements. After a promotion board convenes, the DCS, G-1, or the designee may only decrease the number of officers to be selected (overall selection capability) but may increase or decrease skill or specialty selection goals or requirements. Normally this will be based on strength changes. The DCS, G-1, or the designee may also modify the information or guidelines furnished to a selection board up until the board recesses.

b. The board will give full and fair consideration to all officers under consideration. No officer may be nonselected for promotion solely because of a previous nonelection. Nonselection is not a stigma; all officers compete equally.

c. To be eligible for selection, an officer who meets the eligibility requirements of AR 135-155 must be in an active status, a commissioned officer other than a WO, serving on the RASL, and participating satisfactorily in Reserve training. For promotion purposes, an officer is deemed to be a satisfactory participant and in full compliance with the commander's instructions if, within the 12 months prior to the convene date of the board, the officer has not been reassigned, transferred, or separated as an unsatisfactory participant pursuant to AR 135-91, and is not being processed for such action on the selection board convene date.

d. Multi-component service. Assignments with other Army components contribute to an officer's understanding of the unique roles played by the AC, Army National Guard (ARNG), and the U.S Army Reserve (USAR) in our total Army mission. Such assignments are seen as career enhancing for those who hold them, partly because there are a limited number of these opportunities, and because they confer an advantage in understanding the processes and capabilities that are unique to the RC.

B-2. Below the zone consideration

a. When the needs of the Army require, the consideration of RASL officers for promotion to major (MAJ), lieutenant colonel (LTC), and COL from below the zone (BZ) is authorized.

b. Officers will not be selected from BZ solely to satisfy a skill or specialty selection goal or requirement, or an equal opportunity goal. Officers selected from BZ replace those who otherwise would be promoted from those in and above the promotion zones; therefore, they must be clearly superior to those who would otherwise be promoted.

Section II

Best Qualified Promotions (Captain through Colonel), Army Promotion List, Judge Advocate General Corps, Chaplains, and Chief Warrant Officer 5

B-3. General

The board, as a matter of law, may recommend only officers first considered to be fully qualified for promotion. The board president has no authority to constrain the board from recommending for promotion fully qualified officers whom the majority finds best qualified to meet the needs of the Army as defined in the SECARMY MOI.

B-4. Civilian Education Requirements

a. Pursuant to 10 USC 12205 and AR 135-155, officers must possess a baccalaureate degree from an accredited educational institution in order to be eligible for promotion.

b. The civilian education requirement for promotion to CPT is a baccalaureate degree in any field, and it must be completed and placed the officer's board file no later than the day prior to the convene date of the board. The primary means of verifying completion is a college transcript. A diploma without the corresponding transcript is not acceptable. A board may also use a Reserve Officers' Training Corps (ROTC) appointment memorandum or written verification from Cadet Command to validate civilian education.

c. Completion of the civilian education requirement is presumed for promotions to MAJ or higher.

B-5. Procedures

a. Phase I. The board will identify fully qualified officers from among those under consideration.

(1) Each board member will evaluate the entire record of every officer under consideration and award a numerical score to assess each officer's promotion potential.

(2) The board will produce a single relative standing list of all officers under consideration by merging board members' scores.

(3) The board will set aside for further review the records of officers whose conduct or performance merit consideration for involuntary separation.

b. Phase II. If authorized, the board will identify potential BZ selectees (does not apply for promotion to CW5 and CPT).

(1) Each board member will review the entire record of every BZ officer and identify officers who merit consideration for accelerated promotion. Additionally, the board will identify officers who merit consideration for possible involuntary separation.

(2) For those officers selected for further BZ consideration, each board member will award a numerical score to assess each officer's promotion potential.

(3) The board will produce a relative standing list of potential BZ officers by merging board members' scores.

(4) The board will identify from the relative standing list those officers who possess the potential for promotion ahead of their contemporaries, complying with any guidance on minimum and maximum BZ selections provided as a separate enclosure to the convening authority's MOI.

(5) The board will integrate the tentative BZ selectees into the relative standing list of all other officers under consideration.

c. Phase III. The board will identify those best qualified for promotion.

(1) From the relative standing list from Phase I or, if the board is authorized to select officers from BZ from the integrated relative standing list from Phase II, the board will tentatively identify officers who are considered best qualified for promotion based upon the maximum number of selections stipulated in the convening authority's MOI to the board.

(2) If the board receives additional information concerning an officer under consideration that may be considered by the board under the provisions of AR 135-155 and this policy notice, it may revoke the officer's file and, if necessary, adjust the final relative standing list and the selection list.

(3) The number of officers whose names appear on the final selection list will not exceed the maximum selection requirement specified in the MOI.

(4) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified for promotion unless they receive the recommendation of a majority of the members of the board. Each member has an equal vote in this process. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs.

d. Phase IV. The board will identify officers for "show cause."

(1) The board will reconsider the records of officers identified for possible involuntary separation and identify officers who, in the opinion of the majority of the board, should be required to show cause for retention on active status under the provisions of AR 135-175 or AR 600-8-24, as appropriate.

(2) Criteria that may merit recommendation to show cause for retention include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Section III

Best Qualified Promotions (Captain through Colonel, U.S. Army Medical Department)

B-6. General

The board, as a matter of law, may recommend only officers of the AMEDD competitive categories (Army Nurse Corps (AN), Dental Corps (DC), Medical Corps (MC), Medical Service Corps (MS), Army Medical Specialist Corps (SP), Veterinary Corps (VC)) first considered to be fully qualified for promotion. The board president has no authority to constrain the board from recommending for promotion fully qualified officers whom the majority finds best qualified to meet the needs of the Army as defined in the SECARMY MOI.

B-7. Civilian education requirements

- a. Completion of the civilian education requirement for all officers, except AN officers, is presumed.
- b. AN requirements for promotion to CPT.

(1) All AN officers initially appointed on or before 30 September 2009 will be considered educationally qualified for promotion to CPT if they possess an associate in science degree in nursing or graduated from a nursing diploma program.

(2) AN officers appointed after 30 September 2009, except for nurse anesthetists (66F), must possess a baccalaureate degree in nursing to be eligible for selection for promotion to CPT. Nurse anesthetists (66F) may hold a baccalaureate degree in any field.

c. AN requirements for promotion to MAJ. All AN officers, except for nurse anesthetist (66F), must possess a baccalaureate degree in nursing. Nurse anesthetist (66F) may hold a baccalaureate degree in any field. Officers, other than those in area of concentration (AOC) 66F, who possess an associate degree in nursing and a baccalaureate degree in another field of study, are not considered educationally qualified.

B-8. Procedures

- a. *Phase I.* The board will identify fully qualified officers from among those under consideration.

(1) Each board member will evaluate the entire record of each officer under consideration. Each board member will award a numerical score to assess each officer's promotion potential.

(2) Each board member will produce a single relative standing list, by competitive category, of all officers under consideration by merging board members' scores.

(3) Each board member will set aside for further review the records of officers whose conduct or performance merit consideration for possible involuntary separation.

- b. *Phase II.* If authorized, the boards will identify potential BZ selects (does not apply to promotion to CPT).

(1) Each board member will review the entire record of every BZ officer and identify officers, by competitive category, who merit consideration for accelerated promotion. Additionally, each board will identify officers who merit consideration for possible involuntary separation.

(2) For those officers selected for further BZ consideration, each board member will award a numerical score to assess each officer's promotion potential.

(3) The board will produce a relative standing list, by competitive category, of potential BZ officers by merging board members' scores.

(4) The board will identify from the relative standing lists those officers who possess the potential for promotion ahead of their contemporaries, complying with any guidance regarding minimum and maximum BZ selections provided as a separate enclosure to the convening authority's MOI.

(5) The board will integrate, by competitive category, the tentative BZ selectees into the relative standing list of all other officers under consideration.

- c. *Phase III.* The board will identify those best qualified for promotion.

(1) From the relative standing list from Phase I or, if any board is authorized to select officers from below the zone from the integrated relative standing list from Phase II, the board will tentatively identify officers who are considered best qualified for promotion, by competitive category, based upon the maximum number of selections stipulated in the convening authority's MOI.

(2) If any board receives additional information concerning an officer under consideration that may be considered by the board under the provisions of AR 135-155 and this policy notice, it may revoke the officer's file and, if necessary, adjust the final relative standing list and the selection list.

(3) The number of officers whose names appear on the final selection list will not exceed the maximum selections authorized by competitive category.

(4) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified for promotion unless he or she receives the recommendation of a majority of the members of the board. Each member has an equal vote in this process. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs.

- d. *Phase IV.* The board will identify officers for "show cause."

(1) The board will reconsider the records of those officers identified for possible involuntary separation and identify those officers who, in the opinion of the majority of that board, should be required to show cause for retention on active status under the provisions of AR 135-175 or AR 600-8-24, as appropriate.

(2) Criteria that may warrant a recommendation for involuntary separation include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Section IV

Fully Qualified Promotions (Chief Warrant Officer 3 and 4)

B-9. General

WOs recommended for promotion to CW3 and chief warrant officer four (CW4) grades must be fully qualified for promotion. There are no numerical constraints on the number of officers recommended for promotion, and all officers found to be fully qualified will be recommended for promotion.

B-10. Procedures

Board members will use the following general procedures in evaluating records of officers under consideration:

- a. *Phase I.* The initial relative standing list of officers will be determined by the following:
 - (1) The board will consider and evaluate the entire record of each officer under consideration in and above the promotion zone. Each board member will also identify any officer in and above the promotion zone whose conduct or manner of performance potentially merits consideration for involuntary separation.
 - (2) The board will then merge scores to produce a single relative standing list of all officers in and above the promotion zone.
 - (3) The board may recommend only those officers considered to be fully qualified for promotion.
 - (4) At the completion of this phase, the board will set aside for further review the records of officers whose conduct or manner of performance merit consideration for involuntary separation.
 - (5) If the board receives additional information concerning an officer under consideration, which may be considered by the board under the provisions of AR 135-155, this DA memorandum, or the MOI, it will revote the officer's file and, if necessary, it may adjust the final relative standing list and the selection list.
 - (6) At the conclusion of the deliberative process described above, the board will conduct a formal vote to ensure that no officer is recommended as fully qualified for promotion unless they receive the recommendation of a majority of the members of the board. Each member of the board has an equal vote in this process. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs.
- b. *Phase II.* The board will identify WOs for "show cause--"
 - (1) The board will reconsider the records of those officers identified for possible involuntary separation during Phase I and identify those officers who, in the opinion of the majority of the board, should be required to show cause for retention on active status under the provisions of AR 135-175 or AR 600-8-24, as appropriate.
 - (2) Criteria that may warrant a recommendation for involuntary separation includes substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Section V

U.S. Army Reserve Promotion Vacancy Board (Army Promotion List, Judge Advocate General Corps, U.S. Army Medical Department, Chaplains, Warrant Officers)

B-11. General

a. The board will consider officers to fill authorized USAR Troop Program Unit (TPU) position vacancies through promotion of the best qualified officers available. The USAR Promotion Vacancy Board (PVB) promotion system is designed to promote officers to fill vacancies that cannot be filled by local commanders or agency chiefs with qualified officers of the authorized grade. Judge Advocate General's Corps (JAGC) officers must obtain approval thru the chain of command to The Judge Advocate General for authorization to compete.

b. AR 135-155 and Sections II and III list the military and civilian education requirements.

B-12. Requirement to be fully qualified

The boards may recommend only officers first considered to be fully qualified for promotion. No board president has the authority to constrain the board from recommending for promotion fully qualified officers whom the majority finds best qualified to meet the needs of the Army as defined in this policy notice.

B-13. Procedures

a. *Phase I.* The board will identify fully qualified officers from those under consideration.

(1) If the board receives additional information which may be considered by the board under the provisions of AR 135–155 and this policy notice concerning an officer under consideration, it may revoke the officer’s file and, if necessary, adjust the final relative standing list and the selection list.

(2) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified for promotion unless they receive the recommendation of a majority of the members of the board. Each member has an equal vote in this process. Each board’s collective judgment is the final determination of an officer’s qualifications to meet the Army’s needs.

(3) The board will set aside for further review the records of officers whose conduct or performance merits consideration for involuntary separation.

b. Phase II. The board will identify those best qualified for promotion for each boarded position.

(1) If the board receives additional information which may be considered by the board under the provisions of AR 135–155 and this policy notice concerning an officer under consideration, it may revoke the officer’s file and, if necessary, adjust the final relative standing list and the selection list.

(2) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified for promotion unless they receive the recommendation of a majority of the members of the board. Each member has an equal vote in this process. Each board’s collective judgment is the final determination of an officer’s qualifications to meet the Army’s needs.

c. Phase III. The board will identify officers for “show cause.”

(1) The boards will reconsider the records of officers identified for possible involuntary separation. Each board will identify officers who, in the opinion of the majority of the board, should be required to show cause for retention in an active status under the provisions of AR 135–175.

(2) Criteria that may merit a recommendation to show cause for retention include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Appendix C

Selective Continuation

Section I

General

C-1. General guidance

Selectively continued (SELCON) is not a method for easing an officer's transition into a second career; separation pay is provided for that purpose. SELCON is a method for providing experienced and capable officers of a specific grade and skill to meet the needs of the Army.

a. While officers considered for SELCON have failed to be selected for promotion, selection constraints may preclude promotion of capable officers.

b. When the SELCON period expires, previously continued officers will be discharged if not promoted, placed on a recommended list if selected for promotion, SELCON again, retained because they are within 2 years of retirement eligibility, or, if eligible, retired. At the end of the continuation period, they may be eligible for separation pay if the conditions outlined above are not met.

c. Officers recommended for, and who accept continuation, for the purposes other than elimination will be continued until they are eligible for retirement, unless sooner discharged or retired under other provisions of law or regulation. They will then be retired (if they apply) or discharged unless the SECARMY allows the officers to continue beyond that date to the statutory maximum.

d. An officer on the RASL who is recommended for continuation but declines continuation, will be removed from an active status.

e. An AGR officer selected for SELCON will remain in the AGR Program for the period of SELCON, if otherwise eligible, unless the officer requests REFRAD. If an AGR officer elects to REFRAD, the officer will serve the remainder of the SELCON period in an active Reserve status.

f. SELCON officers, if otherwise eligible, will continue to be considered for promotion until separation.

g. The SECARMY may set a specific number selection objectives by competitive category, branch, area of concentration or medical functional area based on the needs of the Army for all SELCON boards prior to the convene date of the board. These selection objectives may be adjusted until the recess date of the board by the DCS, G-1, or their designee, the DMPM.

h. The board will produce two attest rosters: one for those officers recommended for continuation and one for those officers not recommended for continuation.

C-2. Captains and majors

a. By statute, CPTs or MAJs must be selected for continuation by a board convened under the provisions of 10 USC 14701 in order to be continued on an active status or active duty after a second failure of selection for promotion.

b. CPTs and MAJs who are not selected for promotion two or more times may be considered for SELCON subject to the needs of the Army.

(1) For officers who are within 4 years of qualifying for retirement, continuation will normally be supported unless skill requirements or quality indicators dictate otherwise. Additional guidance may be provided to the board on the mandatory continuation of officers in shortage skills or career fields.

(2) In considering CPTs and MAJs for SELCON, the board will recommend officers deemed "fully qualified" or "fully and best qualified" for continuation in their current grade. Officers deemed "not fully qualified" for continuation in their current grade will not be recommended for continuation. A fully and best qualified officer is one who is qualified professionally and morally, is of demonstrated integrity, and is able to perform the duties expected of an officer in their current grade.

c. MAJ SELCON criteria include the following:

(1) DOD policy requires that all Army MAJs within 2 to 6 years of retirement eligibility to be given the opportunity to be considered by a SELCON board.

(2) SELCON MAJs within 6 years of qualifying for retirement will be continued until eligible for retirement under the provisions of 10 USC 14513 (unless sooner discharged under other provisions of law or regulation).

(3) Army policy dictates that all officers be treated with parity wherever possible; therefore, the board must continue all MAJs who are twice non-selected and within 6 years of retirement eligibility.

(4) MAJs deemed "not fully qualified" and who will have fewer than 14 years of service as of the date on which they would otherwise be discharged will not be recommended for continuation.

C-3. Continued warrant officer selectively continued requirements

a. Subject to the needs of the Army, WOs in the grade of CW2 and CW3 may be selected for continuation by a board convened under the provisions of AR 135-155 in order to be continued in an active status after a second failure of selection for promotion.

b. CW2s and CW3s who are recommended for SELCON will be continued in an active status in their current grade for a period of service as determined by the SECARMY, usually a continuation period of 3 years from the date the officer would have otherwise been separated for twice failing to be selected for promotion. WOs who have over 18 but fewer than 20 years of qualifying service for retirement and who are recommended for SELCON may be extended past 20 years of active service, to remain in service until the SELCON period is complete.

c. CW2s and CW3s who are recommended for SELCON may not be continued beyond 30 years of total service.

d. SELCON officers, if otherwise eligible, will continue to be considered for promotion until separation.

Section II

Fully Qualified Selectively Continued

C-4. General

The board may recommend officers considered to be fully qualified for SELCON. A fully qualified officer is one who is qualified professionally and morally, is of demonstrated integrity, and is able to perform the duties expected of an officer in their current grade. The board president has no authority to constrain the board from recommending for SELCON fully qualified officers whom the majority finds best qualified to meet the needs of the Army as defined in the MOI.

C-5. Procedures for fully qualified selectively continued boards

a. *Phase I.* Identify fully qualified officers.

(1) Each board member will evaluate the entire record of each officer under consideration. Officers will be identified who, in the opinion of a majority of the members of the board, are fully qualified and who are not fully qualified for SELCON.

(2) The board may set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation. If the board comprised of the same members and considering officers of the same grade and competitive category for promotion, immediately preceding the board identified officers for possible involuntary separation, the board does not need to make a new determination on those officers.

b. *Phase II.* Identify show cause.

(1) The board will reconsider the records of officers identified for possible involuntary separation and identify officers who, in the opinion of the majority of the board, will be recommended under the provisions of AR 135-175 or AR 600-8-24 to show cause for retention on an active status or active duty, for elimination proceedings, or for separation.

(2) If the board comprised of the same members and considering officers of the same grade and competitive category for promotion immediately preceding the board identified officers for possible involuntary separation, it does not need to make a new determination on those officers.

(3) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Section III

Fully and Best Qualified Selectively Continued

C-6. General

When the SECARMY sets specific number of selection objectives by competitive category, branch, area of concentration or medical functional area, the officers recommended for continuation must be "fully qualified" and "best qualified" for continuation. A best qualified board recommends the best officers of those fully qualified officers for contin-

uation. Therefore, for purposes of this board, the terms “best qualified for continuation” and “fully qualified for continuation” are synonymous. In all cases, the board will satisfy itself that an officer is qualified professionally and morally, has demonstrated integrity, and is capable of performing the duties expected of an officer with their career field and skill qualifications in their grade.

C-7. Procedures for fully qualified and best qualified board

a. Phase I. Identify fully qualified officers.

(1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer’s continuation potential and identify any officer whose conduct or performance merits consideration for involuntary separation.

(2) The board will produce a single relative standing list of all considered officers by merging each board member’s scores.

(3) The board will identify officers who are fully qualified and who are not fully qualified for SELCON. Fully qualified officers are those, by definition, whose demonstrated performance unequivocally warrants their continuation in their current grade.

(4) The board may set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation. If the board comprised of the same members and considering officers of the same grade and competitive category for promotion immediately preceding the board identified officers for possible involuntary separation, the board does not need to make a new determination on those officers.

b. Phase II Identify those best qualified for SELCON.

(1) Based upon the optimum selection capability, tentatively identify officers from the integrated relative standing list who are best qualified for continuation by—

(a) Reviewing the statistical summary of the competitive category and determining whether any goals, objectives, or requirements have not been met.

(b) If the objectives have not been met in any one category, reviewing the files of officers in that category who were considered fully but not best qualified for selection.

(c) If competitive category selection requirements have not been met, adding fully qualified officers in the appropriate competitive category to the tentative selection list to satisfy the requirements and continuing this process until –

(2) Each competitive category requirement is satisfied.

(3) No additional officers fully qualified for continuation in that competitive category exist within the considered population.

c. Phase III. If all skill selection requirements are met and additional selection capability remains, add fully qualified officers by OML up to the maximum selection capability. At the completion of this step, the board will produced its final selection list to use in the formal vote that concludes this phase.

(1) If there is additional information concerning an officer under consideration, the board may revoke the officer’s file and, if necessary, adjust the final relative standing list and the selection list.

(2) The number of officers whose names appear on the final selection list will be no fewer than the optimum number, provided sufficient fully qualified officers are available to be recommended for continuation and will not exceed the maximum selection capability.

(3) The board’s collective judgment is the final determination of an officer’s qualifications to meet the Army’s needs. Each member has an equal vote in this process.

d. Phase IV. Identify show cause.

(1) The board will reconsider the records of officers identified for possible involuntary separation and identify officers who, in the opinion of the majority of the board, will be recommended under the provisions of AR 135-175 or AR 600-8-24 to show cause for retention on an active status or active duty, for elimination proceedings, or for separation.

(2) If the board comprised of the same members and considering officers of the same grade and competitive category for promotion immediately preceding the board identified officers for possible involuntary separation, the board does not need to make a new determination on those officers.

(3) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Appendix D

U.S. Army Reserve School Selection

The CAR is the convening authority of the USAR SSC and ILE boards. As the convening authority, the CAR may amend the information or guidance provided to the board prior to the recess of the board, and may delegate the authority to amend to the DCS, G-1 or DMPM.

D-1. Senior Service College procedures

The following are procedural phases for a board:

a. Phase 1. Identify officers fully qualified for selection.

(1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer's potential and identify any officer whose conduct or performance merits consideration for involuntary separation.

(2) The board will produce an OML of all officers by competitive category.

(3) The board will identify officers who are fully qualified and who are not fully qualified for selection.

(4) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.

b. Phase 2. Revalidate deferees.

(1) The board will review files of officers previously selected, but deferred attendance. These officer's records will not be compared with those currently under consideration. The review of deferred officer's records will be limited to material changes since original selection (for example, a record of punishment under the Uniform Code of Military Justice (UCMJ), a letter of reprimand, relief for cause, or a marked decline in performance or potential).

(2) If a material change has occurred, the file will be reevaluated and, if warranted, revocation of school selectee status will be recommended. If selection is revoked, the officer will be considered by future SSC selection boards, provided otherwise eligible.

(3) Upon favorable review, deferred officer(s) will be placed at the top of the OML in alphabetical order. Revalidated deferees will not be counted as filling principal vacancies.

c. Phase 3. Identify those best qualified for selection.

(1) On the basis of the selection capability, the board will tentatively identify officers from the OML who are best qualified for selection.

(2) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified unless he or she receives the recommendation of a majority of the members of the board. Each member has an equal vote in this process. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs. Each member has an equal vote in this process.

d. Phase 4. Identify show cause.

(1) The board will reconsider the records of those officers identified for possible involuntary separation and identify those officers who, in the opinion of the majority of the board, will be recommended under the provisions of AR 135-175 or AR 600-8-24 to show cause for retention on an active status or active duty, for elimination proceedings, and for separation.

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

D-2. Intermediate level education general procedures

The following are procedural phases for a board:

a. Phase 1. Identify officers fully qualified for selection.

(1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer's potential and identify any officer whose conduct or performance merits consideration for involuntary separation.

(2) The board will produce an OML of all officers by competitive category.

(3) The board will identify officers who are fully qualified and who are not fully qualified for selection.

(4) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.

b. Phase 2. Revalidate deferees.

HQDA Policy Notice 600-4

(1) The board will review files of officers previously selected but deferred from attendance and the records of officers selected for promotion to MAJ from BZ. The review of deferred officer's records will not be compared with those currently under consideration, and will be limited to material changes since original selection (for example, a record of punishment under the UCMJ, a letter of reprimand, relief for cause, or a marked decline in performance or potential).

(2) If a material change has occurred, the board will reevaluate the officer and, if warranted, recommend revocation of school selectee status.

(3) Upon favorable review, deferred officer(s) will be placed at the top of the OML in alphabetical order. Revalidated deferees will not be counted as filling principal vacancies.

c. Phase 3. Identify those best qualified for selection.

(1) On the basis of the selection capability, the board will tentatively identify officers from each OML who are best qualified for selection.

(2) At the conclusion of the deliberative process, the board will conduct a formal vote to ensure that no officer is recommended as best qualified unless they receives the recommendation of a majority of the members of the board. The board's collective judgment is the final determination of an officer's qualifications to meet the Army's needs. Each member has an equal vote in this process.

d. Phase 4. Identify show cause.

(1) The board will reconsider the records of those officers identified for possible involuntary separation and identify those officers who, in the opinion of the majority of the board, will be recommended under the provisions of AR 135-175 or AR 600-8-24 to show cause for retention on an active status or active duty, for elimination proceedings, and for separation.

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Appendix E

U.S. Army Reserve Command Selection

E-1. General

The CAR is the convening authority of the USAR COL and LTC Command Selection Boards. As the convening authority, the CAR may amend the information or guidance provided to the board prior to the recess of the board, and may delegate the authority to amend the MOI to the DCS, G-1 or DMPM.

a. Commanders must be committed and willing to examine and develop new solutions in an uncertain and complex world. Board members should give special attention to officers who are innovative, proactive, and can adapt amidst uncertainty and ambiguity.

b. Officers must possess military bearing and have sound strength and endurance to sustain emotional health and conceptual abilities under prolonged stress. They must project confidence and inspire trust. Leaders must possess the ability to grow and thrive in the face of challenges and be resilient, able to recover quickly from unexpected setbacks while maintaining a mission and organizational focus.

c. The projected number of command vacancies requiring principal selectees is subject to change until the list of recommended officers is announced. The DCS, G-1, or a designee, usually the DMPM, may increase or decrease the number of candidates to be selected and may increase or decrease skill or specialty selection requirements.

d. Those recommended for command must have demonstrated ability to lead and care for Soldiers and must have performed exceptionally well in previous assignments. The Officer Personnel Management System is producing highly successful officers at the field grade level. All commands are vitally important to the Army's success in fighting and winning wars, and boards will give commands in table of distribution and allowances organizations equal consideration to commands in table of organization and equipment units. Board members must assess officers' records on the basis of performance rather than on the circumstances that may have dictated the type of command to which the officer was assigned.

E-2. Procedures

a. *Phase 1.* Identify officers fully qualified for selection.

(1) Each board member will evaluate the entire record of each officer and award a numerical score for each branch, functional area, and branch immaterial command category for which the officer applied and is qualified. In conjunction with scoring, board members will assess each officer's potential and identify any officer whose conduct or performance merits consideration for involuntary separation.

(2) The board will produce an OML of all fully qualified officers competing for each command category (branch, functional area, and branch immaterial category).

(3) The board will identify officers who are fully qualified and who are not fully qualified for selection.

(4) The board will set aside for further review the records of officers whose conduct or performance merits consideration for possible involuntary separation.

(5) The board's collective judgement is the final determination of an officer's qualification to meet the Army's needs. Each member has an equal vote in this process.

b. *Phase 2.* Revalidate deferees.

(1) The board will review files of officers previously selected but deferred from command. Deferred officers' records will not be compared with those currently under consideration; the review will be limited to material changes since original selection (for example, a record of punishment under the UCMJ, a letter of reprimand, relief for cause, or a marked decline in performance or potential).

(2) If a material change has occurred, the board will reevaluate the file and if warranted, recommend revocation of command-designated status.

(3) Upon favorable review, deferred officers will be placed at the top of the OML in alphabetical order in the command category for which originally selected.

c. *Phase 3.* Identify those fully qualified for selection.

(1) The board will identify officers from the OML who are fully qualified for selection in each command category and produce a separate OML for each command category (branch, functional area, branch immaterial category). OMLs will be prepared for each branch, functional area, and command category regardless of whether there are positions in those categories identified for fill.

(2) The non-AGR OMLs will include the number of officers that the MOI directs to rank order.

d. *Phase 4.* Identify show cause.

HQDA Policy Notice 600-4

(1) The board will reconsider the records of officers identified for possible involuntary separation and identify officers who, in the opinion of the majority of the board, will be recommended under the provisions of AR 135-175 or AR 600-8-24 to show cause for retention on an active status or active duty, for elimination proceedings, or for separation.

(2) Criteria that may merit recommendation to show cause include substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security.

Appendix F

U.S. Army Reserve Active Guard Reserve Release from Active Duty Board

F–1. General

The CAR is the convening authority of AGR REFRAD boards. As the convening authority, the CAR may amend the information or guidance provided to the board prior to the recess of the board, and may delegate the authority to amend the MOI to the DCS, G–1 or DMPM.

a. AGR REFRAD board are difficult because many of the officers who must be released from the AGR program are high caliber. The board will recommend for release the number of officers specified whose potential for future contribution to the Army is, in the judgment of the majority of members of the board, less than that of their contemporaries. Length of service should not be a factor.

b. The board will review an officer's performance in the AMHRR which will include limited portions of the restricted file (if one exists), the SRB, the DA photograph, and authorized communications from officers in the zone of consideration.

c. Restricted file criteria includes the following:

(1) Only those restricted file documents listed below that are accurate, relevant, and complete may be considered by the board.

(a) Article 15 or other UCMJ actions received as an officer that have not been set aside by proper authority.

(b) DA Suitability Evaluation Board-filing of unfavorable information.

(c) Promotion list removal documents when the officer is removed from the list.

(d) Punitive or administrative letters of reprimand, admonition, or censure.

(2) The board will use this information as only one of the factors considered in making recommendations. When considering information on the restricted file, the board must recognize that it was placed on the restricted file by competent authority for a specific reason.

(3) The restricted files of the officers being considered are carefully screened to ensure that certain matters retained in the restricted file for historical record purposes are temporarily masked. Such matters include OERs that were determined to be unjust or erroneous in whole or part, corrective actions taken by the Army Board for Correction of Military Records or a Federal District Court, and so forth. Because these historical records reflect actions determined to be unjust or erroneous, they may form no part of the board's evaluation. Moreover, the board will draw no inference from the presence or number of "masked" areas on a document. "Masked" areas can result from a number of administrative reasons that do not relate to the individual officer.

(4) The DCS, G–1 or a designee, normally the DMPM, will ensure that a careful screen is conducted prior to placing the restricted file before the board. Any restricted file seen by the board will be retained as part of the board record for those officers recommended for involuntary discharge or early retirement.

F–2. Goals and requirements

The board will strive to meet the selection requirements and goals established in the MOI.

F–3. Procedures

a. Phase I. Establish the OML.

(1) Each board member will evaluate the entire record of each officer and award a numerical score to assess each officer's potential for further service.

(2) The board will produce an OML of all officers in the zone of consideration and by competitive category if applicable. In the OML, officers who are better qualified for retention will rank above those who are less qualified.

(3) The board will tentatively identify officers who would be recommended for involuntary discharge or retirement based on the number specified.

b. Phase II. (Identify least qualified).

(1) Based on the select objectives specified in the board MOI, identify officers from the OMLs who are deemed least qualified for continuation in the AGR Program. The board's collective judgment is the final determination to help meet the needs of the USAR.

(2) The board will produce from all the OMLs a single list of officers to be recommended for release from the AGR Program.

c. Phase III (Identify Show Cause). Identify those officers who, in the opinion of the majority of the board, should be required to show cause for retention in an active status under the provisions of AR 135–175, or AR 600–8–24, as

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appropriate. The criteria that may merit recommendation to show cause includes substandard performance of duty, misconduct, moral or professional dereliction, or actions clearly inconsistent with national security. The board will produce a list of all officers identified for possible involuntary separation.

Appendix G

Officer Promotion Management

G–1. Assignments and professional development

a. This doctrine is the Army's approved life cycle career management program for the 21st century. It was developed to ensure the Army has the highest quality officers. The unique characteristics of the ARNG and/or USAR pose a challenge in the life cycle management of the officers under Officer Personnel Management System. It is essential that the ARNG and USAR be flexible in its implementation of Officer Personnel Management System. The ARNG and USAR programs must emphasize the specialization of the RC officer corps while allowing officers the ability to transfer within the career fields, area of concentration, and functional areas because of structural or geographic constraints on career progression. The point to be evaluated is whether the officer has demonstrated the ability and potential to meet the challenges expected of an officer at the next higher grade.

b. Command assignments contribute significantly to an officer's professional development. At the same time, it must be realized that the number of command positions is more limited than other types of duty and is primarily a matter of assignment over which the individual has little control. In the RC, such assignments are further restricted by the distribution of units and the geographic availability of qualified personnel who may be assigned to those positions. For those officers who have not been afforded the opportunity to command, the board must weigh carefully other assignments and compare the degree of responsibility, managerial skill, and personal leadership with the same elements found in command assignments for the same grade.

c. Normal development of an officer's potential requires assignment to staff positions throughout their career at various grade levels. The indication of a successful staff assignment is a significant measure of an officer's ability and potential. All staff assignments should be judged by the officer's manner of duty performance and the requirement of the assignment.

d. The board will give appropriate consideration to the performance of officers who are serving, or have served, in Joint duty assignments.

e. Army officers receive their commissions from a number of sources, including ROTC, the U.S. Military Academy (USMA), Officer Candidate School (OCS), and direct appointment. The Army does not discriminate among its officers on the basis of their source of commission. The source of an officer's commission is not a factor to be considered in determining potential for service at a higher grade.

G–2. U.S. Army Medical Department officer personnel management

a. *General.* AMEDD consists of six distinct competitive categories of officer in line with the six AMEDD Corps (AN, DC, MC, MS, SP, VC). Within the AMEDD assignments and education patterns, certain specialties are chosen to develop the officer's expertise and potential in one or more scientific or technical fields. In many specialty areas, repetitive assignments and specialized education are required to achieve a high level of professional proficiency. It is important to focus evaluation on the quality of the officer's performance and indicated potential rather than on the "generalized" or "specialized" nature of the officer's assignments. Periods of time spent in civilian education programs while on active duty will not be considered voids because the Army benefits from this development. However, because opportunity for schooling while on active duty is limited, the absence of such periods will not be considered adverse. General considerations for AMEDD competitive categories are described below. A detailed description of each competitive category's capabilities and expectations can be found in DA Pam 600–4.

b. *Participation in reserve training.*

(1) Many health care professionals are unable to participate regularly in military training because of professional commitments. Many of these individuals possess special skills (for example, orthopedic surgeons and operating room nurses) that will be critically needed in the event of mobilization. Their files may not contain OERs or academic evaluation reports. They should not be denied promotion, and ultimately separated, because their professional obligations do not permit them to participate in military training as extensively as some other RC officers.

(2) The board should not find that an officer is not fully qualified merely because that officer is a member of the Ready Reserve (Individual Ready Reserve) rather than the Selected Reserve (AGR, Individual Mobilization Augmentee, and/or TPU). Board members should focus on the larger question of whether the officers under consideration possess the potential, based on education and civilian professional experience, as documented by DA Form 4213 (Supplemental Data for Army Medical Service Reserve Officers), credentialing information, curriculum vitae, or the status of their civilian credentials to perform successfully the duties of the next higher grade during periods of mobilization.

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(3) In determining an officer's potential for service in the AMEDD in a higher grade, the board must consider an officer's proficiency in a given assignment and not be unduly influenced by the diversity of assignments or the level at which the duties are performed.

c. Eligible populations. Eligible populations consist of officers who are in health services. The board will give consideration to an officer's clinical proficiency and skill as a health professional to at least as great an extent as the board gives to the officer's administrative and management skills.

d. Accession. Officers are accessed into the AMEDD through various accession sources, making the AMEDD unique in terms of career management for non-due course officers. These accession routes include: OCS, Health Profession Scholarship Program, Financial Assistance Program, Civilian Education Delay, direct accessions fully qualified and licensed in their respective specialty, USAR or ARNG accessions to active duty, ROTC, USMA, branch transfers both voluntary and involuntary, and inter-service transfers from other uniformed service components.

e. General considerations for all U.S. Army Medical Department competitive categories.

(1) The source of an AMEDD officer's commission is not a factor to be considered in determining potential for service at a higher grade.

(2) The AMEDD has many "non-due course" officers. These are officers who, by virtue of their education and training are given constructive credit for entry grade determination under the provisions of DOD Instruction 6000.13, entering the force at a grade other than second lieutenant.

(3) In determining an officer's potential for service in the AMEDD in a higher grade, the board must consider an officer's proficiency in a given assignment and not be unduly influenced by the diversity of assignments or the level at which the duties are performed.

(4) Officers with research career patterns generally have advance degrees or training and experience outside the traditional clinical health care system. Their training experience and contributions to science must be carefully considered and must not be viewed as detrimental. The professionalism of such officers must be judged on relative levels of achievement in their areas of expertise.

(5) The board will not establish selection for, or attendance at, ILE as a criterion for selection for promotion however should recognize that attendance at Professional Military Education is an indicator for grades above MAJ.

(6) AMEDD officers have the opportunity to compete for immaterial positions (that is, command and inspector general). Therefore, officers may have assignments not traditionally associated with their respective competitive category or health care discipline. The boards will give equal consideration to the performance of officers in these nontraditional assignments in the overall evaluation of each officer's record.

(7) The "8X" skill identifier is used to identify AMEDD officers who are in the AMEDD military acquisition workforce. These officers have completed or are completing a rigorous training and certification process as well as meeting Army Acquisition Corps membership requirements. Once both requirements are met, the officers are eligible to compete for acquisition key billet and program manager positions, which are centrally selected and whose duties equate to battalion and brigade level commands, respectively. The boards will give equal consideration to the performance of officers in these nontraditional assignments in the overall evaluation of each officer's record.

(8) Board certification is a positive indicator of advanced professional excellence within an individual health care discipline.

f. Specialized Training Assistance Program.

(1) Certain AMEDD officers under consideration by a board may be identified as Specialized Training Assistance Program (STRAP) participants. The STRAP is an accession incentive program that provides a monthly stipend to individuals undergoing medical, dental, or nursing residencies in specialties that are deemed critically short. In return for the monthly stipend, the officer is obligated to the Army for a period of time once the training is complete.

(2) While undergoing training in their respective residency programs, also known as the "stipend phase," STRAP officers are not required to participate in any military training. As a result, the presence of officer evaluation reports or any other documentation validating any RC participation is unlikely to be present in their board files. The absence of this documentation should not be cause for non-selection. The officers' only requirement is to complete the professional training in which they are enrolled to qualify them in their health care profession.

(3) ARNG officer participating in Medical/Dental Student Stipend Program /STRAP must be a satisfactory participant earning a minimum of 50 retirement points for each year and are required to attend inactive duty training/active training.

(4) Upon completion of the residency or stipend phase, the officer enters the obligation or payback phase. During this phase, the officer is contractually obligated to fulfill the participation requirements of his/her contract.

g. Specialized research and development assignments. Board members must be alert for those qualified officers who, because of their unique and special skills, have been selected for and successfully completed an extensive period of Army-directed training or education (thus demonstrating their potential for continued service) and have been repeatedly assigned in one area. This most frequently occurs in highly specialized research and development assignments where officers normally do not have the opportunity to serve in command positions. The board will not penalize officers who are placed in assignments to obtain extended training or graduate experience essential to development of required expertise.

G–3. Chief of Chaplain personnel management

The Chief of Chaplains is charged by the SECARMY to manage the religious support program of the Army, which includes Chaplain Personnel Management. As a result, chaplain (CH) assignments must meet the religious support requirements of the Army and ensure denominational, grade, skill, and quality balance.

a. In addition to other guidance contained in this DA memorandum, particular attention should be given to the supervisory and leadership capabilities of CHs considered. A selected CH will be required to possess the leadership qualifications that will allow supervision of other CHs and CH assistants from various denominations in a sensitive and professional manner.

b. The Army and the chaplaincy benefit from the unique skills possessed by certain CHs. These skills, sometimes highly specialized, may require the continuous assignment of a CH to similar positions. CHs selected for similar positions may not necessarily rotate between troop and staff assignments. The fact that these CHs have not rotated between troop and staff assignments does not mean that they should be considered less qualified.

c. The Army is a multiethnic, multifait, pluralistic environment. Within this context, while keeping within the tenets of their individual faiths, CHs perform or provide ministry to the various spiritual needs of Soldiers who represent numerous different religious practices. Religious diversity within the structure of the Chaplaincy contributes to mission accomplishment and fosters vitality within the Chaplaincy itself. Religious pluralism requires supervisory CHs to possess the leadership capabilities necessary to supervise CHs from various faith groups in a sensitive and professional manner. Requirements for seminary training and pastoral experience prior to entry into the Army results in significant variations in CH age. As a result, age is not a significant factor among CHs with the same date of rank and similar military experience.

d. Some CHs have substantial prior service but few OERs as CHs. In such cases, a pattern of outstanding nonchaplain OERs followed by equally good CH OERs generally indicates high potential. It is likewise not unusual for CHs to be rated by other CHs of the same grade. Therefore, no adverse inferences will be drawn.

e. Professional Military Education. Board members should be aware of the unique professional military education tack of CHs and DODI 1304.28.

(1) CH candidates are RC officers of the CH branch with the 56X AOC designation. Candidates are seminary students who are working to establish their academic and ecclesiastical credentials in order to seek an appointment as an Army CH. Their training includes the CH Basic Officer Leadership Course, while providing ministry practicum experiences and unit training. These ministry practicum include ministry at various installations, in Army medical centers, and in the disciplinary barracks. Candidates can enter RC or AC CH assignments upon completing their academic and ecclesiastical credentials and receiving an endorsement from their respective faith groups.

(2) RC CH officers are required to complete ILE–CC in order to be eligible for promotion to LTC. To be eligible for promotion to COL, CHs must also complete a credentialing course. The credentialing course for CH officers is the Operational Religious Support Leader Course. In some cases, The Chief of Chaplains may authorize an officer to complete the Advance Operations Course, the credentialing course for basic branch officers.

G–4. Judge Advocate General Corps officer personnel management

a. General considerations.

(1) Judge Advocates (JAs) receive their commissions from a number of sources, including ROTC, USMA, OCS, and by direct appointment. The source of a JA commission will not be a factor in determining potential for service at a higher grade or attendance at ILE or SSC.

(2) Some JA have substantial prior service but few OERs as JA. In such cases, a pattern of outstanding non-JA OERs followed by equally good JA evaluations generally indicates high potential, and each type of evaluation should be given equal weight.

(3) Military judges, defense counsel, and counsel representing the government and victims serve critical roles in the military justice process. These military justice professionals further good order and discipline by ensuring the

fair administration of justice. Board members should draw no adverse inference as a result of a JA's role in executing these duties.

(4) JA officers do not generally serve in traditional command assignments. A JAGC officer's leadership ability and potential may be reflected in the officer's performance of duty in positions of significant responsibility, for example, supervising subordinates or performing complex, important, or sensitive duties. A JA whose file does not reflect command time should not be disadvantaged.

(5) It is not unusual for JA to be rated by another JA of the same grade. No adverse inference will be drawn because a JA has received a rating from an officer of the same grade.

(6) JAs assigned to RC units. These officers are principal advisors to the commanders and Soldiers of these units and must demonstrate not only technical and tactical proficiency but also managerial effectiveness in a turbulent, resource-constrained environment.

b. Specialties. In order to accomplish today's mission while preparing for an uncertain future, JA must be capable of performing successfully across a broad spectrum of legal disciplines, at any location, in roles appropriate for their grade. Most JA assignments span various organizational levels and corps discipline practice areas. Certain JA assignments, however, require specialists in areas such as acquisition law, international law, labor law, criminal law, medical law, environmental law, claims, and other emerging areas of the law. Specialized expertise may be developed by successive assignments in a particular discipline. Specialization may be identified through Additional Skill Identifiers, Professional Development Proficiency Codes, or an RC JA's military or civilian assignment history. Board members should consider the JA's vital interest in retaining legal specialists.

c. Professional military education. Board members should be aware of the unique professional military education track of JAs.

(1) A master of laws degree (LL.M.) is the first postgraduate law degree (after the Juris Doctor or Bachelor of Laws degree). All JAs can receive an LL.M. in military law upon completion of the resident Judge Advocate Graduate Course. Some JAs complete an additional LL.M. at their own or Government expense, in a particular legal discipline. These JA contribute to the pool of talent for specialized areas of practice.

(2) RC JA officers are required to complete ILE-CC in order to be eligible for promotion to LTC. To be eligible for promotion to COL, JA must also complete a credentialing course. The credentialing course for JAGC officers is the Judge Advocate Officer Graduate Course or the Judge Advocate Officer Advance Course.

(3) The JA selection for resident SSC is highly competitive. Moreover, enrollment in the Army War College Distance Learning Program is limited. Consequently, many highly qualified JA are unable to attend or enroll in an SSC.

G-5. Warrant officer personnel management

a. WOs are by definition skilled technicians and trainers whose career patterns are narrowly focused on their technical qualifications. Their assignments will normally be repetitive in order to maintain their technical skills at a high level. In those instances where WOs have been employed in jobs outside their specialties (to include broadening assignments), the quality of their performance may be considered to bear upon their versatility and potential, but it is only under special circumstances that such assignments may be viewed as amplifying or improving the technical skills for which they are trained.

b. The board must be aware that WO assignment and duty patterns may vary greatly between the Regular Army and the RC. Assignments for RC members are characterized by geographical stability and repetitive duty assignments in the same organization. Such assignment stability is consistent with the specialization in WO career management fields.

c. Although education is an important factor in enhancing a WO's potential value to the Army, comparison of nominees on the basis of either civilian or military education attainments must be tempered by an awareness that educational opportunities vary widely by WO specialty and location. College credit and degree attainment can be viewed as indicators of individual initiative dependent on the opportunity to attend courses.

Appendix H

Reporting Requirements

H-1. General

a. Unless specified in the convening authority's MOI or table H-1, selection boards will submit a consolidated board report for all competitive categories, but separate attest rosters for each category.

b. The following board reports will be completed and submitted through the DMPM prior to the recess of a selection board:

| Board types | Convening authority | Reports | Required attest rosters |
|----------------------------|----------------------------|--|--|
| Promotion selection boards | SECARMY | After action report Board report Board statistical reports | Recommended Not recommended Not fully qualified Show cause |
| PVB | SECARMY | | Recommended Not recommended Not fully qualified Show cause |
| SELCON | SECARMY | | Recommended Not recommended Show cause |
| USAR command selection | CAR | | Specified in the board MOI Show cause |
| USAR school selections | CAR | | Recommended Not recommended Show cause |
| USAR AGR REFRAD Board | CAR | | Alpha Roster All Officers Considered Recommended for REFRAD Not Recommended for REFRAD Show Cause |

Notes.

¹ PVBs will provide two sets of reports and attest rosters. One set for competitive categories of officer competing for promotion to LTC, or below, and another for competitive categories of officers competing for promotion to COL.

H-2. Board certification

On completion of board deliberations, the board president, board members, and board recorder (recorders for multi-panel mandatory boards, or if more than one recorder is assigned to a single panel or USAR position vacancy board) will certify in the board report items in paragraphs H-2a through H-2g—

- a.* That, to the best of your knowledge, the board complied with the instructions given to it.
- b.* That board members were not subject to, or aware of, any censure, reprimand, or admonishment resulting from the recommendations of the board, or the exercise of any unlawful function within the authorized discretion of the board.
- c.* That board members were not subject to, or aware of, any attempt to coerce or improperly influence any action in the formulation of the board's recommendation.
- d.* That board members were not party to, or aware of, any attempt at unauthorized communications.
- e.* That, to the best of your knowledge, the board carefully considered the records of every officer whose name was furnished to the board.
- f.* That the officers recommended for promotion, SELCON, command school, and/or REFRAD are, in the opinion of the majority of the board members, fully qualified and best qualified (fully qualified for CW3 and CW4) to meet the needs of the Army among officers whose names were furnished to the board.
- g.* That the officers recommended for promotion, SELCON, command, school, and/or REFRAD, including those who had adverse information provided to the board, are, in the opinion of the majority of the members of the board, fully qualified and among the best qualified to meet the needs of the Army among those officers whose names were provided to the board, consistent with exemplary conduct requirements of 10 USC 3583.

H-3. Statistical summaries

Statistical summaries to indicate component and skill component, ethnic, gender, and skill or specialty selection results, as appropriate. The board recorder will provide appropriate formats. Additionally, the report will address any shortfalls in meeting competitive category, AOC, and/or specialty objectives, or grade selection objectives.

H-4. Show cause

a. Prepare separate attest rosters by competitive category of personnel who are considered by mandatory promotion selection boards, USAR PVB, and SELCON, command and school boards, and for officers recommended to be required to show cause for retention in an active status or active duty.

b. The board will preface in its report the show cause list(s) as follows: "Consideration for show cause. The board, acting under oath and having in view the special fitness of officers and the efficiency of the Army, has carefully reviewed the case of every officer submitted to it for consideration, as specified in the instructions to the board. In the opinion of the majority of the members, the officers named on the enclosure(s) should be required to show cause for retention in an active status or active duty under the provisions of AR 135-175 or AR 600-8-24, as appropriate."

c. Boards will also provide case summaries that present its rationale for each recommendation to show cause for retention in an active status or active duty.

H-5. After action report

a. The board president will highlight collective observations, concerns, and recommendations of the board with regard to the selection process and officer personnel management. In particular, the AAR will address specific personnel management concerns that relate to the board's inability to meet any selection objective, goal, or requirement. The DCS, G-1 or representative, may request, in writing, that the board president address specific questions in the AAR.

b. The board recorder will provide a sample format. The board president may modify this format in order to record the comments of the board in a concise, logical manner and may include additional observations or address other issues.

c. The board president will attach to the AAR—

(1) Additional statistical summaries in the appropriate format as provided by the board recorder.

(2) Case summaries that present the board's rationale for each recommendation for show cause. The DCS, G-1 or a designee will use these case summaries in deciding whether to initiate involuntary separation action.

d. The DCS, G-1 and the DMPM are authorized to distribute summaries of AARs submitted by a board president to the convening authority. At a minimum, the AARs will be distributed to the CAR, the Director, ARNG, and the Commander, HRC, who may in turn distribute them within the Army as they deem appropriate. The frequency of distribution within the Army is at the DMPM's discretion.

H-6. Promotion boards and promotion vacancy boards

The board will preface in its report the recommended and not recommended lists as follows:

a. *Recommended.* "The board, acting under oath and having in view the special fitness of officers and the efficiency of the Army, has carefully reviewed the record of every officer submitted for consideration as specified in the MOI. In the opinion of the majority of the members, the officers named on the enclosures are fully and best qualified (fully qualified for CW3 and CW4) through ability, length of service, and particular skills to assume the duties of the next higher grade and to meet the needs of the Army as depicted in the instructions to the board. They are hereby recommended for promotion."

b. *Not recommended.* "The board, acting under oath and having in view the special fitness of officers and the efficiency of the Army, has carefully reviewed the record of every officer submitted for consideration as specified in the MOI. In the opinion of the majority of the members, the officers named on the enclosures are not considered fully and best qualified (fully qualified for CW3 and CW4) to perform the duties or assume the responsibilities normally expected of the next higher grade to meet the needs of the Army as depicted in the instructions to the board. Therefore, they are not recommended for promotion."

H-7. Selectively boards

The board will preface in its report the recommended and not recommended lists as follows:

a. *Recommended.* "The boards, acting under oath and having in view the special fitness of officers and the efficiency of the Army, has carefully reviewed the record of every officer submitted to it for consideration as specified in the MOI. In the opinion of the majority of the members, the officers named on the enclosures are fully qualified through

ability, length of service, and particular skills to continue to serve in an active status in their current grade and to meet the needs of the Army as depicted in the instructions to the board. They are hereby recommended for selective continuation."

b. Not recommended. "The board/s, acting under oath and having in view the special fitness of officers and the efficiency of the Army, has carefully reviewed the record of every officer submitted to it for consideration as specified in the MOI. In the opinion of the majority of the members, the officers named on the enclosures are not considered fully qualified to perform the duties of their current grade to meet the needs of the Army as depicted in the instructions to the board. Therefore, they are not recommended for selective continuation."

H-8. Command and school boards

The board(s) will preface the attest rosters in its report with the following statements:

a. "The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the instructions; that they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and that they were not party to or aware of any attempt at unauthorized communications."

b. "The board, acting under oath and having in view the special fitness of officers and the efficiency of the Army, has carefully reviewed the record of every officer whose name was furnished to it as specified in the instructions. In the opinion of the majority of the board members, the officers named are fully qualified and best qualified, unless otherwise noted, for command/professional military education attendance to meet the needs of the Army, as specified in the instructions, among officers whose names were furnished to the board, and are hereby recommended for selection consistent with the requirement of exemplary conduct set forth in Section 3583, Title 10, United States Code, as noted in the written instructions furnished to the board."

H-9. Release from Active Duty Board

The board(s) will preface the attest rosters in its report with the following statements:

a. "The board president, board members, and board recorders hereby certify that, to the best of their knowledge, the board complied with the instructions, that they were not subject to or aware of any censure, reprimand, or admonishment resulting from the recommendation of the board or its exercise of any lawful function within the board's authorized discretion; that they were not subject to or aware of any attempt to coerce or influence improperly any action in the formulation of the board's recommendations; and that they were not party to, or aware of, any attempt at unauthorized communications."

b. "The board acting under oath and having in view the special fitness of officers and the efficiency of the Army, has carefully reviewed the record of every officer whose name was furnished to it as specified in the instructions. In the opinion of the majority of the board members, the officers named in the recommended list are the least qualified, as specified in the instructions, among officers whose names were furnished to the board, and are hereby recommended to be released from the AGR Program."

Glossary

Section I

Abbreviations

AAR

after action report

AC

Active Component

AGR

Active Guard Reserve

AMEDD

U.S. Army Medical Department

AMHRR

Army Military Human Resource Records

AN

Army Nurse Corps

AOC

area of concentration

AR

Army regulation

ARNG

Army National Guard

BZ

below the zone

CAR

Chief, Army Reserve

CH

chaplain

COL

colonel

CPT

captain

CW2

chief warrant officer two

CW3

chief warrant officer three

CW4

chief warrant officer four

CW5

chief warrant officer five

DA

Department of the Army

DA Pam

Department of the Army pamphlet

DC
Dental Corps

DCS
Deputy Chief of Staff

DD
Department of Defense (for forms)

DMPM
Director of Military Personnel Management

DOD
Department of Defense

DODD
Department of Defense directive

DODI
Department of Defense instruction

FOUO
for official use only

HQDA
Headquarters, Department of the Army

HRC
U.S. Army Human Resources Command

ILE
intermediate level education

JA
Judge Advocate

JAGC
Judge Advocate General's Corps

LL.M.
master of laws degree

LTC
lieutenant colonel

MAJ
major

MC
Medical Corps

MOI
Memorandum of instruction

MS
Medical Services Corps

NGB
National Guard Bureau

OCS
Officer Candidate School

OER
officer evaluation report

OML

Order of merit list

PVB

promotion vacancy board

RASL

Reserve Active Status List

RC

Reserve Component

REFRAD

Release from Active Duty

ROTC

Reserve Officers' Training Corps

SECARMY

Secretary of the Army

SELCON

Selective Continuation

SP

specialty corps

SRB

Soldier record brief

SSC

senior service college

STRAP

Specialized Training Assistance Program

TPU

troop program unit

UCMJ

Uniform Code of Military Justice

USAR

U.S. Army Reserve

USC

United States Code

USMA

U.S. Military Academy

VC

Veterinary Corps

WO

warrant officer, to include a commissioned warrant officer

WO1

warrant officer one

Section II

Terms

This section contains no entries.

By Order of the Secretary of the Army:

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Distribution:

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